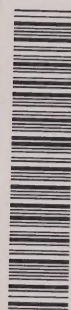


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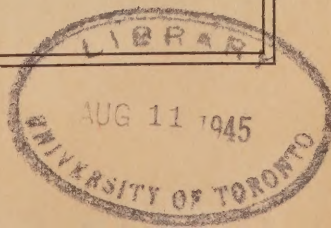


# THE COMMUNITY AND RE-ESTABLISHMENT

Suggestions for  
Activities of  
Citizens' Committees

Issued under the authority of  
**Hon. IAN A. MACKENZIE**  
Minister of Veterans' Affairs

[1945]





## THE COMMUNITY AND RE-ESTABLISHMENT

A group of soldiers sat around an army discharge depot. They were men who, only a month before, had come back from overseas—from the fighting in France, Belgium, Holland and Italy, and from non-combatant but equally important posts at headquarters in England and in the field. They had had their thirty days leave in their home communities. Now they were back, awaiting discharge or other disposition.

The talk turned naturally to home and what they had found there. They had found changes and, as soldiers always do, they were taking advantage of their right to grouch.

"It wasn't what I expected", said one. "My wife has changed. Everything has changed."

"Too true", said another. "People didn't recognize our ribbons or our divisional flashes. It was impossible to get a lift."

"I found my wife and youngsters living in two rooms", a third man said. "There just didn't seem any place for me."

Put yourself in the place of these men. They've been away, close to the war, three, four or five years. They've seen people die. They've seen homes blasted by bombs. They've experienced shortages, of necessities as well as luxuries, under a strict system of rationing.

They come home to a land of plenty. They come home to a wife who has changed over the years, because she has had to be independent and to make her own decisions. They come home to children who scarcely know them. They don't realize they have been away from the children during the formative years. They have kept a picture of Canada as it was, of their homes as they were. It is a shock to discover that things are not as they had been and during that period of readjustment a little understanding and help will be needed.

*The men and women coming back have changed too. Possibly, this may cause concern to their relatives and friends, and this concern may lead to restraint after the first joy of meeting. The families will require guidance and understanding in order to re-adjust themselves to the sailors, soldiers and airmen they are greeting.*



No government agency—no government legislation—can meet these problems.

### **It's a Community Problem**

It is a challenge to the community, for only the community can reintegrate the returning veteran into community life. It must help solve social problems and the problems of the home. It must help the man find opportunity in civilian life. There is a host of things which come strictly within the sphere of community re-establishment.

It was for these things that the Volunteer Citizens' Committees functioning under the Department of Veterans Affairs were authorized by government order-in-council and it is to emphasize the community problems and the community fields of service that this booklet has been prepared.

There are fields of activity which return big dividends. There are others which do not show an adequate return, in relation to the enthusiasm and effort expended. An actual case history, perhaps, will illustrate the point.

In one small Canadian city a young ex-soldier appealed to the secretary of a citizens' committee for assistance. He walked with a very severe limp. He used a cane. He had been injured, he said, in an accident in England. He wore the ribbon of the 1939-43 Star and told a story of having been in one of the earlier Canadian engagements. He said he could get no assistance from the Department of Veterans Affairs and, as a result, the case was discussed at the next meeting of the citizens committee. There was considerable criticism of the department.

Newspaper publicity resulted, and, as was to be expected, clippings found their way to troops overseas. People at home were disturbed also.

The facts, however, were far different from the story of this veteran. He had been given numerous medical examinations and no doctor, either service or civilian, could find anything wrong with him. His limp and his use of the cane were assumed. He had no right to the ribbon of the 1939-43 Star, for the nearest he came to action was to be in England at the time Canadian troops embarked for their first invasion of German-conquered soil.

Cases such as this are not unique. In a second Canadian community another veteran claimed he could get no assistance under the Veterans' Land Act. This also was publicized but

the newspaper stories did not show what the man's files disclosed—that he had spent a total of 15 months in uniform, that he had been absent without leave on four separate occasions and that he was finally discharged because his service saw no possibility of his ever becoming a good soldier.

### **There Will Be Just Complaints**

While these cases are cited there is no suggestion that every veteran who has a complaint has no foundation for it. Despite everything which can be done by the Department of Veterans Affairs there will be cases where deserving veterans have not received assistance which they need and to which they are entitled. Lack of knowledge, either on the part of the man or on the part of the department may be the cause. There may be special circumstances in the man's case which need explanations. There may be legal difficulties which have to be cleared up.

Complaints are bound to arise and when they are justifiable the Citizens' Committees can render a most important service by bringing them to the attention of the appropriate authorities. *The Department of Veterans Affairs wants and needs this co-operation for it is as anxious as the man's home community to see that the veteran who needs training, gets training—that the man entitled to and wanting assistance under the Veterans' Land Act gets that assistance and that the man able to make a contribution to Canada through continuation of education gets that opportunity.*

Any other policy would be unsound.

### **Mutual Confidence is Essential**

Members of Citizens' Committees should remember, however, that the re-establishment program can be successful only if there is confidence in it. The veteran who is skeptical is not likely to take full advantage of the machinery which has been built up for his assistance. He will approach the problem of re-establishment with a "show me" attitude. He will not give the hundred per cent co-operation nor the effort which is essential.

Citizens' Committees can do a great deal to build confidence in the program by working in close co-operation with responsible officials. The Department of Veterans Affairs must also do its part, through equitable administration of the legislation which has been laid down.



*This field of administration also should be explained. The Canadian re-establishment program has not been enacted by the Department of Veterans Affairs. The department's function is administration within the scope of legislation enacted by Canada's parliament. It can advise and suggest changes, but in the final analysis it cannot go beyond what is the law of the Dominion.*

In its advisory capacity it counts on the support of Citizens' Committees and welcomes suggestions as to changes in legislation and information on individual cases where special assistance is needed. Citizens' Committees can render a real service by bringing these to the attention of the Department's officials. On the other hand, the Committees are not expected to share any of the administrative responsibilities which the Department of Veterans Affairs is obligated to carry.

### **The Veterans' Problems**

Let us go back now to that group of disgruntled men in the discharge centre. What can be done to bring about an adjustment in home conditions? In short, what can be done to make them Canadians once more, proud of their country and happy to be in it?

*Too much emphasis cannot be placed on the fact that this can be accomplished only through a complete re-integration into the community and the home; and the agency to provide leadership in this is, quite properly, the Citizens' Committee on re-establishment.*

Of primary importance, of course, is the organization of the community for the return of these men who have been away long months and longer years. Here again, leadership should come from the Citizens' Committee.

Before discussing the question of organization of the community it perhaps is necessary to consider the need for Citizens' Committees and why they are set up as they are.

Every community, whether large or small, has some problem in connection with returning servicemen and women. The problem is as varied as the whole economy and geography of Canada. There will be communities which will need to re-absorb only three or four of their sons and daughters. Others, large industrial cities, must make provision for thousands. These local problems must be assessed. Local solutions for certain

of the problems must be found, for the re-establishment program, because it has "Canada wide" application, must be general in its scope. Only the community is competent to analyze the local problem.

The committees organized by the Department of Veterans Affairs have been set up on a voluntary basis. This has been done designedly because to have organized federally financed committees with federally paid officers would have defeated the purpose for which they were organized.

*The foundation of every committee must be a desire to serve—to return to the men and women who sacrificed years out of their lives something which springs from the same motives and desires that took them into uniform. The lives of those who died cannot be paid for. Neither can the service which public-spirited citizens are able to give men and women returning to their communities.*

As stated earlier one of the first steps in preparing for the return of servicemen and women is the organization of the community for their return. How can this be accomplished?

There is no Canadian community, no matter how small, which has not a number of bodies vitally interested in re-establishment. There is first of all the municipal council. There are the churches and the women's organizations. There is the local branch of the Canadian Legion and other organizations of veterans from the First Great War. There are the service clubs and fraternal organizations. There are employers of labour and the labour unions.

All of these have an interest in re-establishment of service men and service women. Many of these agencies, particularly in the larger centres, have organized re-establishment committees of their own.

The Citizens' Committee should be representative of all these agencies. It should be in contact with other groups in the community interested in re-establishment. *It should provide leadership which is needed because no community is ready to receive its returning veterans and give them the guidance they need until a proper job of community organization has been done.*

### **Know the Legislation**

The program of legislation laid down to assist Canada's veterans in their return to civilian life is the broadest and most generous of any country in the world. This is not a boast, but



a statement of fact. There may be of course, certain parts of the legislation of other countries a little more generous than the same phase of the Canadian program, but in its overall aspects there is no country which offers the same opportunities for an orderly, constructive return to civilian life.

Servicemen and women have a good, general knowledge of the program but they need guidance. In larger centres this will be taken care of by department officials but in the smaller centres the people they know, the people they trust, are the ones to whom they quite properly should go to learn how to cut a garment which fits them from the rehabilitation cloth that parliament has woven.

Citizens' Committees, of course, cannot be expected to shape the destiny of those men and women returning to civilian life, but they can give friendly understanding and, with their knowledge of local opportunities and local needs, their advice will be appreciated by the veterans re-establishing themselves. In the final analysis, of course, they should refer the men and women to the appropriate departmental officials, but their preliminary interest will be worthwhile.

*To give this guidance the Citizens' Committee should have a thorough understanding, not only of the re-establishment program, but of the philosophy behind it. They should know that it is not designed as a reward for service, but to meet the individual re-establishment needs of the man or woman who has worn the uniform.*

While it is true, for instance, that training and continuation of education are available to all who have served, it is not true that training or continuation of education is the re-establishment need in every case. It could not be argued that a seven year course in medicine would be in the best interests of the average discharged serviceman of thirty-five or thirty-six years, or that a vocational training course would help re-establish the average member of the Veterans' Guard who today is either approaching or in his fifties.

Familiarity with legislation and an understanding of the philosophy of re-establishment should be a "must" on the agenda of every Citizens' Committee. When in doubt about any point a letter to the nearest office of the Department of Veterans Affairs will bring the required information.



## Welcome Home

With the community properly organized and with a knowledge of the re-establishment legislation the community is ready to receive its returning service people.

To most of us, the word "reception" used in connection with the armed forces means a brass band at the station—the mayor or reeve making a speech of welcome and a parade up Main Street.

The community which sees only that as its principal function has failed in its welcome home.

Under present conditions of discharge, except in large centres, the parade, the brass band and the address of welcome is almost an impossibility, for all too often the man who fought in Sicily or Italy, who stormed the beaches of Dieppe, or who was there on D-Day and after, comes back to his home town with no advance word except perhaps a telegram to his parents or to his wife. It will be impossible to avoid a man coming home and finding no one to greet him except the station taxi driver.

*But welcome home embraces much more than the station ceremony. It goes on, day after day, until a man is re-established. It goes on until he is again a citizen of his home town or city and until his adjustment into the home life and the economic life of his country is complete.*

It is a worthwhile work to assist these people from the forces to again assume their part in community life. They are among Canada's best citizens. They have already demonstrated the qualities of citizenship by their enlistment. They have offered their lives to their country.

Where is there better material for municipal leadership and for the wider fields of service in provincial legislatures and the dominion parliament? Where are there better potential members for service clubs and other community bodies?

Opening of the door to service for these men who have so well demonstrated their willingness to serve is one part of the welcome home, even though the friendly "hello" is, of course the first step. Incidentally there are many ways of saying this "hello".

In one small Ontario community—a place of about 1,500 people—an effective formula has been developed. On good, bank note stock, this community has had certificates of appreciation prepared. When three or four men or women have returned

a town meeting is held and each is presented with a signed copy of this certificate. It is a simply worded document, but it does say "thank you". It is something which a man or woman who has been in uniform will treasure.

Another community—a fairly large Canadian city—has a different approach. Its Citizens' Committees sends out a letter to each returning serviceman or woman. It tells them the city is glad they are back. It describes the work of the committee and gives the names and addresses and telephone numbers of the chairmen of the various sub-committees. The service man or woman is invited to contact these people for any assistance which may be needed. The response may not be immediate but it is highly probable that a day will come when the veteran will be glad of that letter and of the telephone numbers.

There are dozens of ways of saying "hello" and "thank you" and every one of them is important.

### **What About the Churches?**

An important part of the work of re-integration must be taken by the churches, and, because of this, it is essential that the clergy be represented on the committee. What better agency is there to deal with the problems of the home?

One Citizens' Committee has organized no less than 83 church sub-committees, representative of all creeds and all denominations. Through the principal committee word of a veteran's return goes out to the proper district church and it is not long until a clergyman calls on the man and his wife. If there is domestic trouble steps can be taken to correct it through follow-up calls by representatives of various church bodies. If there are other needs, they too are learned of.

In any event the call means something to the veteran. It means his services have been important to his fellow citizens, that they are glad he is back and that they are prepared to help him in his problem of re-establishment.

### **To Assess the Problem**

One small Ontario city has devised an excellent method of securing information to indicate the way in which it may best assist the veteran. It has prepared a mimeographed form which is sent to the man, together with a friendly letter. The letter is



important. It must make clear to the man that there is no wish to interfere with his affairs and that the committee's one desire is to be of service to him.

*On the form he is invited to supply details of his service, whether he is fit or suffering from a disability and whether or not he is pensioned or likely to be. There is space for details as to his education, courses taken in service and his hobbies, as well as his pre-enlistment employment. He is asked to outline his ambitions and the type of employment or training he is seeking. When this form is returned it gives the committee a complete picture of the man, his background and what he hopes to do.*

A tactful follow-up procedure has been instituted—again setting out the thought that the committee's sole idea is to help the veteran in his re-establishment. This is used when the original form fails to come back.

As a result of this intelligent approach this city has a comprehensive grasp of the situation and is in a position to render valuable and worthwhile service to the men and women who return there.

### **No Need to Wait Until Discharge**

Another community in Western Canada has taken time by the forelock. It has enlisted the co-operation of its local newspaper and as a result of publicity it has been able to secure the names and service addresses of all who have enlisted from that community. Letters go out to the men while they are still in the forces. They are told of the community's plans to aid in their re-establishment. They are told of the assistance which the committee can give. This early contacting of the veteran has already resulted in a great deal of worthwhile work being accomplished.

### **The Veteran's Wishes**

The desires of veterans returning to civilian life are likely to be as widely divergent as the whole picture of Canadian economy. Predominating, however, will be the veterans who want only a decent job and a proper place in which to live. Under present conditions finding a job is rarely difficult, but getting a home is another matter. Many, many veterans have returned to find the families they left in comfortable homes living in one or two rooms. Many others, who have found work

in some other centre have been unable to locate homes in which they can have their families with them. This is one of the greatest challenges to Citizens' Committees.

### How About a Home

Because the problem of housing is one of the greatest causes of veteran dissatisfaction, it should be dealt with first, because certainly no ex-service men or women, who gave four or five years out of their lives are going to be mentally ready for re-establishment if a decent place cannot be found for them to live normal, happy lives with their families.

The problem of housing accommodation is not one which just happened. It is true that there are as many or more homes in Canada than there were before the war, but the centres of population have changed. People have left the small towns to go to larger centres where work has been available in war industry. In many communities there has been a large influx of service personnel, due to the establishment of army camps, air stations and naval training centres.

The problem of the serviceman, coming back to take up a normal home life is often difficult. In many cases the serviceman is a young man, married shortly before going overseas, who had no time to establish a home and who left his new wife living with her parents. He is not going to be satisfied with that sort of domestic arrangement for long, no matter how considerate and kindly his wife's family.

There is, too, the serviceman who left his wife and family in a comfortable home—either house or apartment. In the case of those in the ranks, particularly, the family income very often was decreased through service. The wife, left on her own, with young children, was forced to cut expenses. She gave up her house or comfortable apartment and moved into rooms. The accommodation, while not luxurious, was adequate—as long as the husband was away. But when he returned there was no place for him.

*A housing sub-committee of the main committee can do an important and worthwhile work. It of course can not wave a magician's wand and produce houses and apartments where none existed before but it can make a housing survey. It can enlist the co-operation of the local newspaper and, if there is one, of the radio station and direct attention to the need of housing for veterans. It can open a housing registry. Through*



*personal liaison and the use of publicity it can create a veteran housing preference. It can induce persons with large homes to make flats available. Also through the proper agencies it can make recommendations to government as to needs and a possible solution.*

This, of course, is only a part of the problem. The housing sub-committee should be informed on the National Housing Act. It should know how the veteran's re-establishment credit can be used in the building of a home under that act or how it can be used in the purchase of a home already built.

As an alternative to the National Housing Act and the use of the re-establishment credit there is wide opportunity also, for an ex-serviceman to own his own home under the small holding provisions of the Veterans' Land Act. Due to the scarcity of building materials settlement under this act has not as yet been very extensive, but with increasing supplies available, and with the return of more veterans from actual theatres of war much wider settlement is planned.

Citizens' Committees can co-operate in this work by assisting in locating small holdings, outside the high taxation area, on which the veteran can build a home of his own.

There is no question but that the finding of a home is one of the most acute problems facing many returning ex-servicemen. A housing sub-committee can not work miracles, but through intelligent effort it can do a needed and important job.

### **Legal Aid**

There may be other things which prevent the veteran settling down into his regular job as a civilian. He may have troubles, under any one of a number of headings, where legal assistance is necessary.

To take care of these situations certain Citizens' Committees have been able to make arrangements with public-spirited lawyers to provide free legal advice for returning service men and women. The Bar Associations of some of the provinces have offered this already. In a number of cities Bar Associations are co-operating with the Citizens' Committees of their own volition, and this has been a service which has brought its own rewards to members of the legal profession.

## Now for a Job

Let us consider now the veteran who wants only a job. There is real work to be done here by every Citizens' Committee, even though employment opportunities are plentiful at the present time. Do not overlook the fact that a great number of veterans are going into dead-end war jobs.

Now is the time to take steps for the future. Now is the time to insure the placing of veterans—as often as possible—in jobs which will offer peacetime possibilities.

There is only one method, of course, of placing men in employment. This is through National Selective Service. Some returning service people may not understand the reason for the present method of job placement—for when they left Canada there was no selective service. Finding a job was merely a matter of reading the classified advertising sections of the newspapers and going from one prospective employer to another until a position was found. It perhaps may be necessary to explain to them that National Selective Service is a placement service on a dominion-wide scale, that through it the manpower needs of a nation at war can be assessed, and that the best use can be made of manpower through this national agency.

Returning veterans, of course, particularly those with overseas service are given special consideration by National Selective Service, but the work of this government body can be assisted by voluntary effort.

*An effective method developed by one Citizens' Committee has been to conduct a continual educational campaign among employers of labour. This committee points out that a man or woman in the services learns more than how to drill and fire a rifle, fly an aeroplane, or handle a big gun on a ship of war. Modern warfare has made trade skills important. Many of these service trades have a useful application in peacetime living.*

As a result of the efforts of this committee the majority of employers in that community specify that they prefer an ex-serviceman or woman when they place an order with selective service. The campaign has borne real fruit and many service men and women in that city have been placed in positions with a sound peacetime future as a result of it.

## Jobs for So-called Disabled

Since the invasion of Europe, and the growing intensity of the fighting, casualties have increased steadily. Many of



these wounds, of course, leave no permanent impairment, but there will be many hundreds who have lost arms and legs. Some will be blinded. Many will have no visible disabilities but they will not be one hundred per cent fit.

Practically all these so-called disability cases, however, can be usefully employed, and what is more they can be 100 per cent efficient in their jobs.

Studies made of the employment of disability cases in industry have shown that 60 per cent of people employing a substantial number of people with disabilities have found them as efficient as the physically fit. Twenty-four per cent found them more efficient. Facts which stood out in all the surveys were that the absentee rate among the so-called disabled is lower than among those who have all their faculties, accidents are fewer and the labour turnover is not so great.

The placing of the disability, however, can not be a hit and miss affair. It requires an intelligent approach.

The Kiwanis Clubs across Canada already have made a worthwhile contribution to this work. However, in those communities where there is no branch of the Kiwanis Clubs, the Citizens' Committees can do valuable work. In towns and cities where the Kiwanis Clubs function, co-operation in this field unquestionably will be welcomed.

Employers should be induced to make a survey of the jobs in their industry which can be filled—and filled one hundred per cent efficiently—by veterans with disabilities. *Anything less than 100 per cent efficiency in a job will not prove satisfactory, for if, through sympathy, a veteran is placed in a job where he can be fifty per cent efficient only, if a time comes when it is necessary to curtail payroll, then the man least efficient will be among the first to go. This is doubly true if the man is a pensioned veteran because many employers feel, that the man drawing a war disability pension will not suffer hardship if he should lose his employment.*

Your community, whether large or small, will have its proportion of serious casualties. It is the responsibility of the community to insure that they have an opportunity to lead useful, economically sound lives.

Education of the employers in the sound principle of giving the so-called disability a chance, rather than charity, is work that is well worth while. Guidance in placement—the pairing of the proper man with the proper job—is something any committee

can undertake with profit. Leadership and assistance in attaining this end will be forthcoming from the Department of Veterans Affairs.

### **If Training is Needed**

There will be many service men and service women returning to your community who never held a job or who were employed for so brief a time they had little opportunity to acquire a proper skill. There will be others, so long away from their regular employment, they will have lost much of their craftsmanship. All these people will need training and will benefit by it. The Department of Veterans Affairs is anxious that they should have it.

*Training however should be related to opportunity. Citizens' Committees, by familiarizing themselves with the needs of the community, can do much to assist the veteran in choosing a vocation which will offer him the best opportunity.*

Veterans requiring training, and those wishing to continue their education should be referred, always, to the nearest veterans' counsellor.

### **To Start a Business**

There are a large number of ex-servicemen and women anxious to own businesses. Many of them, with long periods of service, will have substantial amounts of money available through their war service gratuities and their re-establishment credits.

Many of these men and women have had no real business experience. They do not know the high mortality rate in small, retail trade. They consider willingness to work, an empty store and a stock of goods the essentials to becoming their own bosses.

The Department of Veterans Affairs is setting up Advisory Committees of local citizens to guard against the possibility of service men and women using their re-establishment credits, in unsound business ventures. All applications for the re-establishment credit which are based on the intention of veterans to go into business on their own account, will be referred to these Advisory Committees to secure the benefit of their local knowledge. However, it should be kept in mind that the Re-establishment Credit Advisory Committees help the Department only within the terms of the re-establishment credit provisions of the Act, and their advice is to help the Department to know whether a veteran's credit should be made available for the *proposition* for



which he applies. *But this leaves open the wider field of advice before the veteran really makes his application for his credit, since the Re-establishment Credit Advisory Committees, under the Act and regulations, do not advise the applicant, but the Department on one precise point.*

A conscientious well-organized volunteer Citizens' Committee can do much to help the service man or woman who wants to be his or her own boss. The veteran, perhaps, will want to talk over his proposal with somebody before making application. In certain cases it will be obvious that his plans are not well formulated and it may be that, as a result of a talk with one of his fellow citizens, he will defer applying for his re-establishment credit until such time as he has a proposal which is more sound.

If the idea is sound and the veterans' application for his re-establishment credit is endorsed by the Advisory Committee, he will need assistance during the time he is preparing to open his doors. Advice in connection with buying, financing and display, may be necessary, and local businessmen, out of their own experience, can provide a chart which will make the path of the newcomer much easier.

There is another field in connection with the establishment of businesses in which volunteer Citizens' Committees can function. They know the requirements of their community. They know, for instance, that a certain area needs a grocery store. They may know that their town has a shortage of tinsmiths. They can advise veterans, who have the qualifications for operating businesses of their own, of these opportunities. They can promise them assistance in making their plans and help them in the first difficult days of their business career.

### **Use Publicity Wisely**

The committee should make sure, first of all, that the returning veteran knows of it, and of its activities. Even though organized to the hilt, the committee can do little if the veteran does not know it is there to help him.

So publicize your committee widely. Do it through letters to the returning man and woman. Do it through employers of labour and through the churches. Let service clubs and other organizations know that you exist.

Be sure to establish friendly relations with your local newspaper, or newspapers. These friendly relations will work in a

number of ways. In the first instance your activities will become known and you will get the support you need. This is important to you.

It will enable *you* to publicize, widely, the provisions of the re-establishment program. This is important to the veteran and his family.

It will also permit you to exercise some control over unfavourable publicity—the greater part of which is a result of lack of knowledge of the re-establishment program or of the facts in a particular veteran's case. This is important to everybody—the veteran, the community and the department—because, as pointed out earlier in this booklet, confidence in the program is one of the principal requisites to successful administration. The department must know of *apparent* weaknesses and cases where help is needed before it can take action to correct conditions.

### Conclusion

This booklet has not been designed to lay down hard and fast rules. Communities, like the men and women coming back to them, have different problems. Only the *people in them* know the individual problems and only they have the local knowledge necessary to a solution.

The task of re-establishing more than 900,000 men and women who wear, or have *worn the uniform*, is the greatest Canada ever has faced and the greatest opportunity for service Canadians ever have had.

There will be times when the Committees will be disappointed—when they will feel that certain veterans are not co-operating 100 per cent. They will need patience, faith and hope—both with veterans and with certain difficult employers—but the job which can be done is well worth the necessary effort.

Effective re-establishment cannot be brought about by government alone—either federal, provincial or municipal. The community alone cannot carry the burden, nor can the man or woman who has served.

The three—state, community and veteran—are inter-dependent. Each must lean on the other. Each must bear a full share. Each must be prepared to co-operate.

The Department of Veterans Affairs needs, and must have the co-operation and assistance of the community as represented through the citizens' committees.

It, in turn, is ready to assist and co-operate with the communities.

Do not hesitate to refer special problems and special cases either to the nearest officer of the department or to Ottawa. We are all working to a common objective and that is the permanent re-establishment of those who have served.



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